

# Acton Leadership Group Meeting

**DECEMBER 06, 2010**

**7:15 AM**

**Town Hall, Faulkner Hearing Room**

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Bart Wendell Facilitating

----- Agenda Topics -----		
1. Approval of Minutes, Dec 18, 2010	General Discussion	
2. Budget Revenue Update FY 11 and FY 12	Steve Ledoux Steve Mills	
3. ALG Spreadsheet	General Discussion	
4. Waterfall & Results of AB School Committee Meeting	John Petersen/General Discussion	
5. Revised Calendar ALG Decisions	General Discussion	
6. Update on Minuteman Tech	Dore' Hunter	
7. Adjourn		

#1  
12/06/10

## ALG Minutes, November 18, 2010 (Draft)

Present: Bart Wendell, facilitator; Lauren Rosenzweig-Morton, Mike Gowing, BoS; Mary Ann Ashton, Bill Mullin, FC; Xuan Kong, SC; Steve Mills, Don Aicardi, Steve Ledoux & John Murray, Staff. Absent: John Petersen.

Audience: Marie Altieri, school personnel; Ruth Kohls, LWV; Becky, Beacon; Dick Calandrella, Clint Seward, and Charles Kadlec, AVG.

### **Minutes were accepted**

## **2. Budget & Revenue update FY 11 & 12**

Steve Ledoux reported that there was nothing new for FY 11; they have started the process for the setting of the tax rate which will occur on Dec. 6; they are working on the tax recap sheet & looking at new growth numbers. It's a wait & see.

FY 12---looking to see what sort of state aid will be coming. He has to present the selectmen with the Town budget on Dec 20<sup>th</sup>.

Steve Mills reported that some (Michael Widmer of Mass Taxpayers Association) thinks that there will be 9c cuts in Jan. Widmer also suggested that superintendents work on the assumption that there will be a 10% cut in Ch 70 aid. Tom Scott, head of the Mass Superintendents association does not think there will be 9c cuts because of the recent increases in state tax revenues. Again, Mills is waiting to see what will happen & meanwhile working off the assumptions of the ALG spreadsheet.

## **3. ALG Spreadsheet**

**Extra Info: copies of the new spreadsheet prepared by Don Aicardi in cooperation with Mary Ann Ashton & John Murray**

Members were walked through the new format. The first page is a compilation of all the rest of the back information. Page 2 charts the revenues from FY10 through the estimates for FY 12 & 13 Including debt exclusion. Page 3 charts state aid with break out for the various cheery sheet accounts and some pre-agreed ALG assumptions—such as FY 12 10% decrease in Ch 70 and 20% decrease in all the other line items. Page 4 is local receipts [the most dramatic is in investment income from a high of \$723,700 on the FY 08 recap to the FY 10, 11 & 12 of \$142,658] Page 5 is debt exclusion and SABA income. The last page is reserves.

Back to the front page: Don noted that the available revenue is \$78m. All the school administrators have asked for a "level service" budget; the teachers' salaries have been factored in but they are working on a \$0 COLA. All the numbers have to "be scrubbed"

The "balance" ---without the use of any reserves---is a \$3.524m shortfall.

There was some concern that the number for Minuteman budget for FY 12 was higher (\$934K) than FY 11 (\$646K). This number has yet to be settled. A new town may join the district ---that will have an impact (decrease) on Acton's assessment. Mary Ann suggested that Minuteman assessment be made an agenda item for next meeting.

Bart: is there agreement that the minuteman number be reduced to \$646. **\*\*\*\*It was agreed until more info is forthcoming**

There were all around praise for Don & the new spreadsheet format

Xuan asked about the timing for the recap sheet. Steve L said it would be ready for the Dec 6 budget meeting. Xuan wanted to know when the APS debt costs will have to be paid.

**TASK: John Murray will have that information for the next meeting**

Don noted that the Health costs are being carried at a 9% increase. The schools are working with the teachers to change split of the health care costs. This is still in the bargaining process. The SPED increase is 4%; there is an expectation that the utility cost will go down.

On the Town side, Steve L reported that the collective bargaining process is not yet finished but he is carrying a 9% increase for health care costs.

Bill asked about the solidity of the reserves' numbers. John answered that they were taken from the state certification information. Bill asked when the NESWC liability number was last reassessed. The number has been the same since 2006.

John noted that the state laws or the provisions of the NESWC contract had not changed. He said that Town had a letter from Counsel stating the amount being carried (\$1m) was correct. John will make the letter available to Bill.

There was some question as to the exact percentage increase in the Town's overall budget. Some saw the numbers as being a 4% while others stated it was 2.4%

John noted that there has been new legislation regarding the care of autistic children. These unknown costs have not been factored into the 9% increase.

Mr. Kadlec asked that the number for the NESWC liability be “made visible” on the lines for reserves. He suggested that it have a line of its own.

To keep track of the expected changes that will occur to the spreadsheet---there will be tabs after the after assumptions/summaries that will indicate any & all changes.

6. Waterfall—Bill asked that this item be taken out of order because he had to leave early

Lauren noted that there has been considerable discussion as to exactly what was covered by the waterfall vote of last year. Her solution: since the working budget had a 10% cut in Ch. 70 funds and the actual cuts were in the 4-5% region leaving a delta of \$1.2m; using the waterfall provisions, \$700k was allocated to the schools; \$300 to the town. The money was used to restore budget cuts. This left @ \$200K---(now rounded up to \$290K) for taxpayer relief. Using the split--\$203 comes from the schools; \$87K from the town. The town will change the numbers on the recap sheet and the schools need to vote to lower their assessment by the \$203k resulting in the money being returned to the taxpayers.

Bart asked if everyone understood.

Bill said he did not. He said that the “incremental revenues that came to the Town were on the order of \$2.9m & that is the sum that is the sum we should be basing our discussions upon. He listed: Ch 70--\$126m; 400k in transportation; \$412k in IDEA & \$698K in Ed Jobs---these are the sums that should be subject to the waterfall process. He noted that all the boards voted to support the waterfall policy---it was public policy & needed to be implemented.

Lauren said her vote was for the excess in Ch 70 funds---at the time the policy was being crafted & voted---no one knew anything about the other possible one-time revenues.

Bart: how do the others see the policy?

Bill: I don't want to go back to sophistry & nuance but I thought the policy was to deal with incremental revenues---not just Ch. 70

Xuan: I believe the waterfall helped us avoid staff cuts at ABR—we have long discussed “transportation” catch up costs—it is not new found money. I too want to help the taxpayers---I am one—the Fed Jobs program was not contemplated last March---we did not know about it

Bart: are you agreeing with Bill that the \$2.9m needs to be kept in?

Xuan: No. Perhaps the waterfall should be spread over two fiscal years.

Mary Ann: there is a misperception---it was voted to distribute the funds if they came in greater than was being planned. They did. And we stated that we would use “up to \$500K for taxpayer

relief.” The feeling on the FC is that everyone has gotten what they wanted except for the taxpayer. I like Lauren’s plan—I hope the \$288k is available---I hope it gets to be \$500K. Lauren has taken the middle ground. It requires the SC to revote their assessment

The discussion continued as to exactly what revenues were subject to the waterfall. Bill held out on his position that it should be the incremental revenues. Others limited it to the excess coming in from Ch. 70

Bart warned that the correct perception regarding the waterfall policy is subject to the reality of each individual. He noted that such a procedural disagreement could/would mar the working of the ALG & do more harm than good. It is always better to agree. You need to think about the agreement on what was said last year; what are the facts of the disagreement and will doing the waterfall this year risk future conflict.

Xuan noted that the SC had votes & if there was to be a change---in assessment there needed to be another vote. \Part of the discussion centered around the precise amount that would be left if the “excess” of Ch 70 money was the sole source for the waterfall-taxpayer-return.

Lauren noted that the present amount was at least \$285k & she suspected that once numbers “were scrubbed” the amount would increase.

Don noted that he was new at this process but that things did look different from October meeting & the election did relieve some of the severity of what could have been a real crisis. There is a legal deadline for the addition of funds to E&D and their being reported. He has already missed that deadline so holding up the vote for another week or so should not make that much difference---it will just put Acton further back on the list for certification.

Xuan noted that the next SC meeting was the evening of the 2nd, the same date as the ALG in the morning.

Bart: if this is a satisfactory agreement—what’s the next step?

Lauren: the regional SC has to vote---can’t they hold an emergency meeting?

J. Murray : if we follow Dr. Mills’ use of reserves for the schools to get level services, that will mean a 48% decrease for the Town---we need to be careful where we spend the one time reserves---we need to look at the long term....

**\*\*\*\*It was agreed that everyone would go back to their respective boards**

However, the next ALG meeting is Dec 2--& if the SC has not voted by then, the ALG meeting would be pointless. Xuan suggested that Dr. Mills contact the regional school committee chair to see if the E&D can be reconsidered and the ALG be postponed until Friday Dec. 3<sup>rd</sup>.

J. Murray: what if the SC says no? The recap sheets are due out the 6th we need to get the budget for the BoS by the 16<sup>th</sup>.

**\*\*\*It was agreed that Dr. Mills will find out if the chair of the regional SC will agree to another discussion of E&D, if yes the ALG will meet on the Friday, Dec 3<sup>rd</sup>.**

**TASK: inform members of any change in date**

#### **4. Split allocation**

MA suggested that the split would remain the same---30/70 for budgeting purposes now. The goal is the budget for level services. This is reflected in the spreadsheet. There will be more discussion this at later meetings & it was added to the agenda.

#### **5. Reserve use policy**

Mary Ann reported that the FC point of view document has an upper limit of \$2m for the use of reserves.

Lauren noted that the Towns' level service budget required the use of \$3.2-\$3.5m

Steve L: from my perspective using \$2m in reserves --I will assume 30% of the deficit---that will have definite ramifications on the services provided.

J. Murray at last year's March 24<sup>th</sup> minutes show that people were very unhappy with the extent of the cuts which made the budgets well below the level service.

Xuan: I appreciate the FC's guidelines for the use of reserves---we will look at what we have & the SC will come up with a level service which is greater than the \$2m—if that is the case, we will come in with that.

Lauren: I'd be more comfortable with the \$2m level if I could be certain that we would have level services---I'm not sure we do.

Bart: should the \$2m be the starting point?

S. Mills: each year at some point we do give back money to free cash---we should build in the expectation that we will replenish free cash.

J. Murray: we put in [on the spreadsheet budgets] reserves for level services---perhaps we cannot afford it—it's rough numbers at this point---people do not agree with the 2% increase—why are we talking about reductions that will result in reducing level services/

Steve L: we will use the \$2m & see what sort of budget numbers we get.

**Bart: so it's agreed to use the \$2m now and as the process develops---change it down the road? (this was agreed)**

**The usual agenda items will be added for the next session. The new addition will be the Minuteman budget**

**TASK: MAKE SURE EVERYONE KNOWS IF THE NEXT MEETING WILL BE DEC. 2 OR DEC 3<sup>rd</sup>. this info can be transmitted by email**

Adjourned 9AM

Ann Chang

Revised ALG Calendar for Budget Planning for FY12 - Version #2

Issue	ALG Discussion	ALG Preliminary Consensus	Back to Boards	Final ALG Consensus	Confirmation by Boards
Revenue projections	10/28/2010	11/18/2010	BOS - 11/8, 11/22; Fincom - 11/9, 11/30; SC - 11/4, 11/18	12/2/2010	After 12/2/2010
Override? No Override?	11/18/2010	11/18/2010	BOS - 11/22, 12/6; Fincom - 11/30, 12/14; SC - 12/2, 12/16	12/2/2010	After 12/2/2010
Split allocation	11/18/2010	11/18/2010	BOS - 11/22, 12/6; Fincom - 11/30, 12/14; SC - 12/2, 12/16	12/2/2010	After 12/2/2010
Turnbacks?	11/18/2010	11/18/2010	BOS - 11/22, 12/6; Fincom - 11/30, 12/14; SC - 12/2, 12/16	12/2/2010	After 12/2/2010
Reserves use	11/18/2010	11/18/2010	BOS - 11/22, 12/6; Fincom - 11/30, 12/14; SC - 12/2, 12/16	12/2/2010	After 12/2/2010
Minuteman Capital funding source—year 4				12/16/2009	After 12/16/2009
Any further work on split allocation?	12/16/2010	12/16/2010	BOS - 12/20, 1/10; Fincom - 12/14, 1/11; SC - 12/18, 1/6	1/13/2011	After 1/13/2011
	1/13/2011	1/13/2011	BOS - 1/24, 2/14; Fincom - 1/25, 2/8; SC - 1/20, 2/3	2/10/2011	After 2/10/2011
Any further revision of revenues?	12/16/2010	12/16/2010	BOS - 12/20, 1/10; Fincom - 12/14, 1/11; SC - 12/18, 1/6	1/13/2011	After 1/13/2011
	1/13/2011	1/13/2011	BOS - 1/24, 2/14; Fincom - 1/25, 2/8; SC - 1/20, 2/3	2/10/2011	After 2/10/2011
Assumptions for 3-year plan	1/13/2011	1/13/2011	BOS - 1/24, 2/14; Fincom - 1/25, 2/8; SC - 1/20, 2/3	2/10/2011	After 2/10/2011
	2/10/2011	2/10/2011	BOS - 2/14, 2/28; Fincom - 2/22, 3/1; SC - 2/17, 3/3	3/24/2011	After 3/24/2011

Other Important Dates:

Fincom Draft POV	11/9/2010
ABRSC Mtg - Superintendent Budget	12/2/2010
Manager's Budget Due	12/20/2010
Municipal Budget Saturday	1/8/2011 ?
AB/APS Budget Workshop	2/5/2011 ?
BOS Vote Budget	1/24/2011
BOS must Vote Budget for Fincom	2/1/2011
ABRSC Budget Hearing	2/3/2011
APS Budget Hearing	2/17/2011
Warrant to Printer This Week	3/1/2011 ?
Post Warrant	3/11/2011 ?
Town Election	3/29/2011
Town Meeting Begins	4/4/2011

ALG Meeting Dates:

10/28/2010
11/18/2010
12/2/2010
12/16/2010
1/13/2011
1/27/2011
2/10/2011
2/17/2011
3/24/2011

45  
12/06/10





**Municipal Lunch**  
November 17, 2010



## Meeting Purpose

1. Review FY11 Critical Measures
2. Update on Feasibility Phase I Deliverables
3. FY12 Outlook

## Mission Statement

Minuteman collaborates with parents, communities, and business leaders to serve a diverse student body with multiple learning styles. Through a challenging, integrated curriculum our students develop the academic, vocational, and technical skills necessary to be productive members of a global community. We value life-long learning that fosters personal and professional development in a safe and respectful environment.

Minuteman is committed to preparing all students for success.



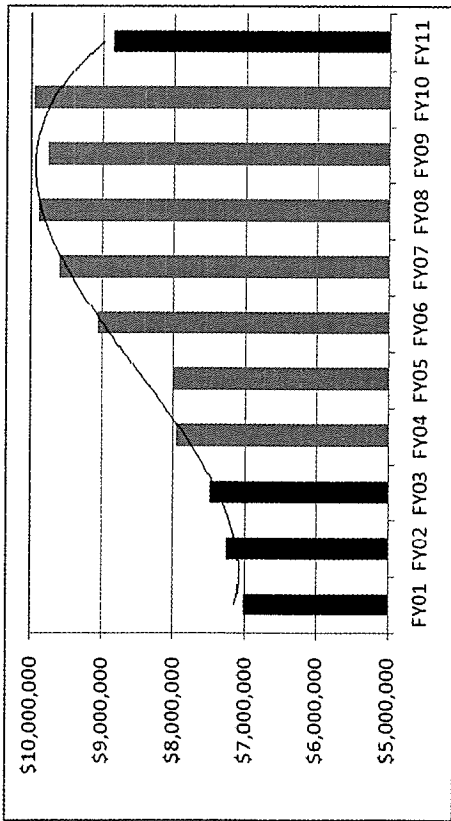
## Budgets to Right Size

Fiscal Year	Total Budget Overall Increase	Dollars of Salary Expended/Proposed
2011	\$16,238,679 -7.19%	\$9,267,603
2010	\$17,496,001 2.91%	\$10,362,328
2009	\$17,001,622 1.53%	\$10,426,158
2008	\$16,745,769 3.76%	\$10,243,691

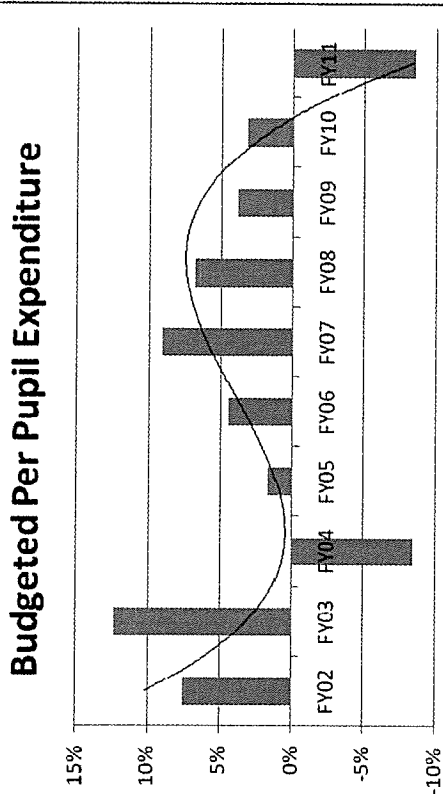


12/06/10 #6

## Assessments to Member Towns



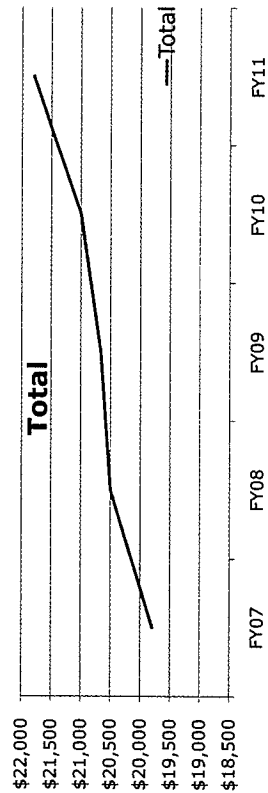
## Trend: Per Pupil Expenditure



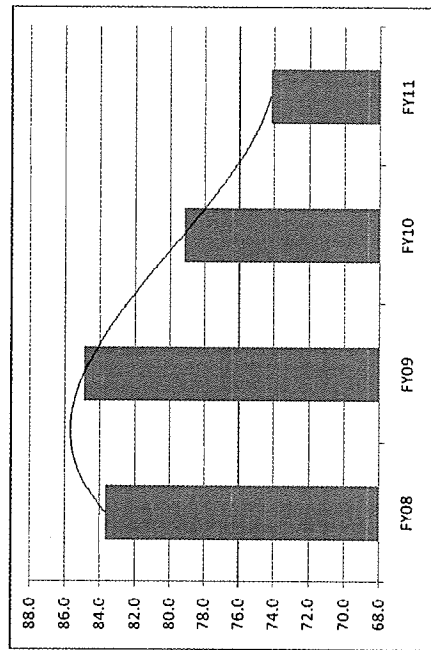
## Trend: Non-Member Tuition

	FY07	FY08	FY09	FY10	FY11	FY12
Tuition	15,547	16,250	16,415	16,500	16,800	17,500
	4,250	4,250	4,250	4,500	5,000	5,500
<b>Total</b>	<b>19,797.00</b>	<b>20,500.00</b>	<b>20,665.00</b>	<b>21,000.00</b>	<b>21,800.00</b>	<b>23,000</b>

PLUS TRANSPORTATION Average: \$3,100/per pupil

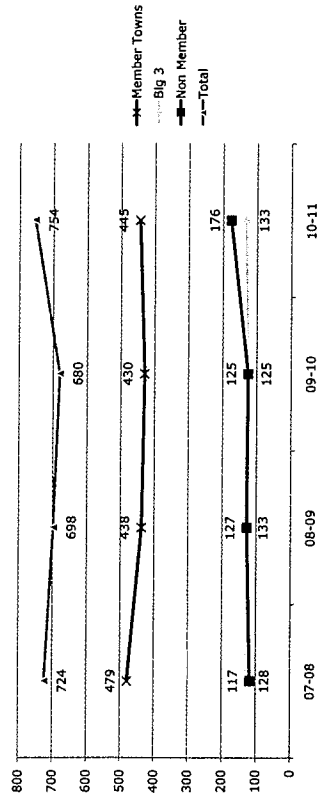


## Trend: Professional Staffing



## Enrollment Exceeded Projections

	06-07	07-08	08-09	09-10	10-11
Member Towns	479	479	438	430	445
Big 3	120	128	133	125	133
Non Member	127	117	127	125	176
Total	724	724	698	680	754



\*\*Big 3\* represent: Waltham, Watertown, and Medford



## "Phase I" MM Feasibility Study

1. Enrollment Study and Projections
2. Completion of the Strategic Plan
3. Revision of our District Agreement



## Enrollment Study

- NESDEC contractor
- Includes Core Demographic Study
- Potential New Members
- Post Graduates
- Non College Attendees from Members
- Impact of Programs on Enrollment
- December 10<sup>th</sup> Delivery Target



## Strategic Planning

Trade & Engineering	Human & Commercial Services	Bio-Sciences	Business & Information Technology	Agriculture & Transportation	Performing & Technical Theater Arts
Drafting / CAD	Cosmetology / Barbering	Bio Technology / Bio Medical Sciences	Office Technology	Automotive	Performance
Carpentry	Medical Careers / Emergency Med Tech	Bio Manufacturing	Computer Programming	Auto Collision Repair	Videographer / Multi Media Production
Plumbing	Early Childhood Education	Pre-Engineering	Commercial & Graphic Arts	Environmental Technology	Sound & Light Engineering
Electrical	Culinary Arts / Hospitality	Electro-Mechanical / Robotics	Business, Finance & Marketing	Horticulture & Landscaping Tech	Set Design & Construction
Telecommunication	Criminal Justice	Animal Sciences		Animal Sciences	
HVAC					
Welding/Metal Fab					



## Review models

# DRAFT FINAL REPORT

## Review models



# REGIONAL AGREEMENT TASK FORCE



## Report to the Minuteman Regional Vocational School District Committee

*Minuteman collaborates with parents, communities, and business leaders to serve a diverse student body with multiple learning styles. Through a challenging, integrated curriculum our students develop the academic, vocational, and technical skills necessary to be productive members of a global community. We value life-long learning that fosters personal and professional development in a safe and respectful environment. Minuteman is committed to preparing all students for success.*

# Regional Agreement Task Force

## OF THE MINUTEMAN REGIONAL VOCATIONAL SCHOOL COMMITTEE

### EXECUTIVE SUMMARY

The Regional Agreement Task Force (RATF) was formed in January 2010 by the Minuteman Regional Vocational and Technical School Committee (SC) as an independent body authorized to review and provide recommendations to the District Agreement. This report outlines the process, recommendations and suggests strategies for communicating to the community at large.

### ENVIRONMENTAL SCAN

The District Goal is to renovate our existing structure in order to create a “state of the art” career and technical education (CTE) center that provides all of our learners (high school, post-grads, adults, area workforce) with relevant academic and technical training in a safe and healthy environment. Our existing and planned educational programming is delivered by an active professional learning community that values self-discipline, instills confidence, demonstrates leadership and strives for success. Renovation will give us the capacity to serve our 16 member towns and provide workforce development programming to serve the high tech industrial corridor of Route 128. Minuteman will finally harmonize the public interface of our facilities with the educational programming associations we have developed in the community.

### ROLE OF THE REGIONAL AGREEMENT TASKFORCE

The charge of the RATF was to examine the Regional Agreement and its impact on member and non-member enrollment, the current membership and associated capital and operating contribution requirements, and to review options for representation available within Massachusetts General Law. In addition the regional Agreement was reviewed in light of supporting the addition of new communities. The process for amending the Regional Agreement was reviewed and critical communication strategies outlined.

#### Members

Allan Tosti/Arlington  
Patricia Walrath/Stow  
Henry Hall/Belmont  
Thornton Ash/Carlisle  
Peter Gossels/Wayland  
Norman Cohen/Lexington  
Orlando Pacheco/Lancaster

#### Advisory Members

Jeff Stulin/Minuteman School Committee, Needham  
Ford Spalding/Minuteman School Committee, Dover  
John Fallon/Boxborough  
Dave Tobin/Consultant  
Camie Lamica/Director of Business and Operations  
Dr. Edward Bouquillon/Superintendent-Director. Minuteman

## PROCESS OVERVIEW

Commencing March 2010, The Regional Agreement Task Force met on a monthly basis. In accordance with Open Meeting Law, all meetings were posted with District Town Clerks and all documents are available to the public. The Regional Agreement Task Force was appointed by the Minuteman School Committee to consider and make recommendations regarding amendments to the District Agreement. The RATF during its meetings, studied a multitude of financial models based upon the best economic information available at the time. As recommendations were formulated the impact on all communities were considered carefully. As needed, a variety of consultants were engaged to provide legal, financial, and political advice.

Upon an affirmative vote from the School Committee, Minuteman will submit an Article corresponding to recommendations from this report to the 16 member towns to include on corresponding town warrants during Town Meeting season.

At the conclusion of this process, a summary of the RATF recommendations and copy of the final District Agreement must be submitted to the Massachusetts School Building Authority (MSBA) no later than July 1, 2011 in order for the Feasibility Study Agreement to move forward. This will allow for outlining of the scope, budget, and schedule for the study, and the hiring of consultants and an Owner's Project Manager.

## REVIEWED AND ACTION RECOMMENDED

### Change in Apportionment of Capital Costs

The RATF recommends that capital costs be apportioned to the member towns annually for the ensuing fiscal year in the following manner. Each member town shall be assessed three percent of the total budgeted capital costs for the year of apportionment. The remaining budgeted capital costs shall be apportioned among member towns based on each town's pupil enrollment in Minuteman as of October 1 of the preceding fiscal year, a three-year rolling average formula would be implemented. The current 5 pupil minimum enrollment apportionment would remain.

### Change in the Annual Operating Assessment

The RATF recommends that beginning in Fiscal Year 2013, all operating costs shall be apportioned to the member towns in the following manner. Each member town shall be assessed based on the ratio of each member town's respective annual average pupil enrollment at Minuteman as of October 1 of the preceding fiscal year and that the three year rolling average for pupil enrollment shall be used. A 5 pupil minimum enrollment apportionment is also recommended.

### Costs to Post-Graduate Students

The RATF recommended and the Minuteman School Committee voted in September of 2010 to implement tuition for in-district Post-Graduate students. Member Post Graduate tuition rates will be set based upon the previous year's operational costs of the program. Individual member post graduate students will be charged 25% of the average program operating cost in Fiscal Year 2012 and 50% of the average program cost in Fiscal Year 2013. The impact of these tuition increases will be analyzed prior to considering future post graduate tuition increases.

## REVIEWED AND NO ACTION RECOMMENDED

### Options for School Committee Representation

The RATF discussed and explored options as related to changing the current voting structure of the School Committee. The RATF considered and discussed the five options offered under Chapter 71 of the General Law. Impediments to full participation were identified should the voting structure change. Other concerns included the differences in town size, the likely disincentive for smaller towns to participate, difficulty in attracting new members, and garnering consensus from 16 towns. The Task Force concluded that recommendations previously made regarding assessment and budget issues were sufficient to address issues of proportionality among existing members.

### Opportunities for New and Existing Membership

The RATF explored ideas regarding the addition and withdrawal of member towns and possibly cities as part of a discussion involving amending the District Agreement, enrollment at Minuteman, and Chapter 71, Section 16(d) of General Laws dealing with a vocational school district's ability to incur debt. The Task Force concluded that revisions to the current agreement could delay the addition of new members and could act as a disincentive; therefore, it was recommended that no action be taken to change the current process for withdrawal of membership, which requires unanimous consent from all members.

## MOVING FORWARD

### Communication Strategies

Regional school agreements are complex and the RATF recognizes that communicating these recommendations is essential as the School Committee moves forward with the Massachusetts School Building Authority. The proposed amendment to the District Agreement is to be included in one article and moved in its entirety. As a whole, the recommendations provide advantages and disadvantages to be considered collectively.

### Enrollment Issues

The RATF discussed the importance of enrollment issues at Minuteman as related to new and existing district members, relationships with other vocational school districts, and the Massachusetts School Building Authority's Feasibility Study Agreement. As of October 1, 2010 enrollments have increased significantly in the freshman class from member communities. While this is an encouraging sign, the full Enrollment Study will continue to inform the District and its members as the study is completed this Fall. The RATF agrees to review and comment on the enrollment study being conducted for Minuteman.



## DRAFT ARTICLE LANGUAGE

Article: To see if the Town will vote to approve the following amendment to the regional school District Agreement governing the operations of the Minuteman Regional Vocational and Technical School District:

The Agreement with Respect to the Establishment of the Minuteman Regional Vocational and Technical School District adopted June 18, 1970, as amended and supplemented to the date hereof (the "Agreement") is hereby amended as follows:

**Section 1. Section IV(D) of the Agreement is amended in its entirety to read as follows:**

**(D) Apportionment of Capital Costs**

Capital costs shall be apportioned to the member towns annually for the ensuing fiscal year in the following manner. Each member town shall be assessed three percent of total budgeted capital costs for the year of apportionment. The remaining budgeted capital costs not apportioned in accordance with the preceding sentence shall be apportioned among the member towns by computing the ratio which each member town's average pupil enrollment in the regional district school on October 1 of each of the three the fiscal years next preceding the fiscal year for which the apportionment is determined bears to the total average pupil enrollment from all the member towns on the said date, provided, however, that no member town have an enrollment for purposes of this computation of less than 5 pupils. For the purpose of this subsection, in computing this apportionment the "persons" referred to in subsection IV(F) shall not be included. Capital costs represented by debt service shall be apportioned as a capital cost of the fiscal year in which the debt service falls due.

**Section 2. Section IV (E) of the Agreement is amended in its entirety to read as follows:**

**(E) Apportionment of Operating Costs**

All operating costs shall be apportioned to the member towns on the basis of the ratio that each member town's respective annual average pupil enrollment in the regional district school as of October 1 of each of the three fiscal years preceding the fiscal year of apportionment bears to total average pupil enrollment in the regional district school over the same such period of time, provided, however, that no member town have an enrollment for purposes of this computation of less than 5 pupils.

**Section 3. Section IV (H) of the Agreement is amended in its entirety to read as follows:**

**(H) Apportionment of Costs to New Member Towns**

Except as otherwise provided in this subsection, capital costs and operating costs shall be apportioned in accordance with subsections IV(D), (E), and (F) to towns admitted to the District pursuant to the provisions of section VIII. In the first fiscal year in which the admission of a new member town is effective, the town shall pay as its share of the capital costs and operating costs for such fiscal year, an amount equal to what the member town would pay if the pupils from the town enrolled in the regional district school were tuition pupils. After the first fiscal year in which the admission of a new member town is effective, the town's share of capital costs and operating costs shall be determined in accordance with section IV of this Agreement, except that until such new member town has been a member of the district for three fiscal years, its share of operating costs shall be determined on the basis of actual pupil enrollment, rather than on a three year average basis.

**Section 4. The balance of the Agreement shall remain unchanged.**

## ATTACHMENTS

Included are the Agendas and Minutes of all Regional Agreement Task Force meetings held to date.

DRAFT



*New England School Development Council*

28 Lord Road, Marlborough, MA 01752 • Tel: 508-481-9444 • [www.nesdec.org](http://www.nesdec.org)

## **PROPOSAL FOR A DEMOGRAPHIC ANALYSIS AND ENROLLMENT PROJECTION REPORT**

### **A. Nature of the Work**

NESDEC proposes to develop a demographic study for the Minuteman Career and Technical High School in order to assist in future planning.

### **B. Scope of Services**

NESDEC would:

1. For the sixteen member communities of Minuteman Career and Technical High School (Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Lincoln, Needham, Stow, Sudbury, Wayland and Weston), as well as Watertown, Medford and Waltham gather and analyze federal census data (and updated estimates) on factors relevant to growth, household size and age composition.
2. Gather and review live birth data from the Massachusetts Department of Public Health as well as from local municipal offices.
3. Interview (face-to-face and/or by telephone) selected municipal officials, selected regional planning staff, selected realtors/developers, and other appropriate individuals in order to gather data on growth within the communities as measured by housing, zoning, as well as data on factors which tend to limit or encourage growth.

4. Analyze relevant public school and non-public school enrollment data for the past ten years, as available.
5. Prepare an analysis of the factors impacting past and future enrollment.
6. Prepare a ten-year enrollment projection on a grade-by-grade and grade combination basis.
7. Comment on Grade 9 admissions and the likely possibilities for future enrollment trends, (where appropriate, incorporate data from other Massachusetts vocational technical schools).
8. Prepare an analysis of the enrollment projections including a discussion of the modified cohort survival methodology used in their preparation.
9. Outline the assumptions upon which the enrollment forecast is based.
10. To the extent data/information is available, report on the number (or percent) of member town high school graduates not going to college.
11. Using contacts/sources established by the district and to the extent information/data is available, comment on post graduate enrollment trends in member and non-member towns.
12. Comment on what might be considered the perceived barriers hindering some students from enrolling in Minuteman Career and Technical High School (i.e. local guidance practices, access, attitudes, perceptions, etc.)
13. Discuss the anticipated impact on enrollment at Minuteman Career and Technical High School of adding programs such as: Performing and Technical Theatre, Criminal Justice/Bio-Security, and Animal Science.

**C. Conduct of the Report**

1. NESDEC would provide the staff for the preparation of the report. The Superintendent would take such action as appropriate to facilitate the work, including making the necessary arrangements to provide access to municipal and school reports/records and making the arrangements for meetings with municipal personnel and other residents/service providers as appropriate (especially for non-member communities).